Ministry of Forests, Lands, Natural Resource Operations and Rural Development

2018/19 – 2020/21 SERVICE PLAN

February 2018

For more information on the British Columbia Ministry of Forests, Lands, Natural Resource Operations and Rural Development contact:

Ministry of Forests, Lands, Natural Resource Operations and Rural Development:
PO BOX 9352
STN PROV GOVT
VICTORIA, BC
V8W 9M1

250-387-1772

Or visit our website at
http://www.gov.bc.ca/for/?pl=mo-flnr-flnr_web

Published by the Ministry of Forests, Lands, Natural Resource Operations
and Rural Development

Minister Accountability Statement

The *Ministry of Forests, Lands, Natural Resource Operations and Rural Development 2018/19 - 2020/21 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Doug Donaldson
Minister of Forests, Lands, Natural Resource Operations and Rural Development
February 2, 2018

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Purpose of the Ministry

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development (the Ministry) is the Province's agency responsible for land and resource management in British Columbia (B.C.), including the protection of the Province's archaeological and heritage resources. Operating on a provincial land base of over 94 million hectares, the Ministry ensures the sustainable management of forest, wildlife, water and other land-based resources, works with Indigenous and rural communities to strengthen and diversify their economies, and supports activities that provide environmental, economic, cultural, and social benefits. It is responsible for wildfire management and facilitates safe public access to a wide range of recreational activities such as hunting, fishing, and access to B.C.'s wilderness and backcountry. The Ministry oversees policy development, operational management and implementation, and administers all or part of over 60 statutes and associated regulations.

Two organizations report to the Minister of Forests, Lands, Natural Resource Operations and Rural Development. The Forest Enhancement Society of British Columbia (FESBC) supports the Ministry by identifying, funding, advocating for and advancing environmental and resource stewardship of B.C.'s forests. The British Columbia Forest Practices Board independently monitors forest and range practices.

Strategic Direction and Alignment with Government Priorities

Strategic Ministry direction is guided by Government priorities set out in the July 2017 Minister's Mandate Letter, which commits to making substantive progress on the following:

- Move forward on the Calls to Action of the Truth and Reconciliation Commission and review policies, programs, and legislation to determine how to bring the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) into action in British Columbia
- Protect and create jobs by fighting for a fair deal for B.C. wood products in softwood lumber negotiations with the United States
- Work with communities and industry to develop a fair, lasting strategy to create more jobs by processing more logs in B.C. and to renew our forests by expanding investments in reforestation
- Expand our innovative wood-products sector by addressing regulatory and capital barriers hampering the growth of engineered wood production and work with other ministers to ensure public projects prioritize the use of wood
- Work with the Minister of Indigenous Relations, First Nations and communities to modernize land-use planning and sustainably manage B.C.'s ecosystems, rivers, lakes, watersheds, forests and old growth
- Improve wildlife management and habitat conservation, and collaborate with stakeholders to develop long and short term strategies to manage B.C.'s wildlife resources

The Ministry is aligned with the Government's key priorities:

Government Priorities	The Ministry of Forests, Lands, Natural Resource Operations and Rural Development aligns with these priorities by:
Making life more affordable	• Socio-economic development that will result in thriving rural communities and support community objectives (Objective 5.1)
Delivering the services people count on	• Excellence in Client Service Delivery (Goal 6) • Sustainable Natural Resource Management (Goal 1) • Resilience to Natural Hazards in a Changing Climate (Goal 3)
A strong, sustainable economy	• Sustainable Natural Resource Management (Goal 1) • Revitalizing Forests and the Forest Sector (Goal 4) • Rural Development and Resilience (Goal 5) • Reconciliation with Indigenous People (Goal 3)

Strategic Context

The Ministry's service delivery and policy development are responsive to the changing social, economic and environmental opportunities and challenges throughout the province. Recent events and new government priorities will propel the Ministry's operational focus in 2018/19.

Building a strong, sustainable, innovative economy: The economic strength of British Columbia depends on the health and sustainability of the Province's natural resources and environment. Many B.C. communities depend on natural resource development, and in particular forestry, to provide well paid jobs for families throughout B.C. Maintenance of a healthy environment and a strong, resilient and innovative natural resource sector are particularly important for rural communities. Recognizing the interconnections between the environment and the economy, the Ministry takes an integrated approach to stewardship of the Province's Crown land and resources.

Employment in the forest sector has been showing some decline as timber supply begins to drop due to the impact of the mountain pine beetle epidemic in the Interior and recent wildfires. The Ministry is leading recovery efforts to assist people and communities impacted by the 2017 wildfires, and is also working closely with First Nations, forest licensees and stakeholders on rehabilitating areas that were burnt. Furthermore, market pricing fluctuations and duties imposed on Canadian softwood lumber exports to the United States will affect the economics of British Columbia's forest sector.

The Ministry meets these challenges by supporting job creation in the private sector, strengthening partnerships, investing in reforestation and forest treatments, and supporting softwood lumber negotiations. The Ministry collaborates with rural and urban Indigenous communities to build true, lasting reconciliation with First Nations. The Ministry works closely with the federal government, other provinces, the forest industry, other ministries and Crown agencies, such as Forestry Innovation

Investment[1]. With the support of other agencies, the Ministry focusses on resource development approvals and protects jobs in B.C. by advancing opportunities to develop innovative wood products and by strengthening growing markets for wood products in Asia and India. The Ministry is working in a cross-agency collaboration to diversify the wood products sector, to promote the benefits of wood as a priority material for use in domestic construction projects, and to help strengthen jobs in forest-dependent communities.

A changing climate: Climate change is intensifying the risks of wildfires, floods, droughts, landslides, pest outbreaks, invasive species, and habitat fragmentation. The Ministry manages these natural hazards in order to protect people, property, infrastructure, and cultural resources. This work includes prevention of landslides, and damage to dams, dikes, roads, bridges and range infrastructure. To keep B.C.'s natural environment healthy and resilient, the Ministry supports the Province in climate change mitigation and adaptation efforts, such as: implementing the Pan-Canadian Framework on Clean Growth and Climate Change; expanding investments in reforestation and forest treatments; and implementing opportunities for improved carbon sequestration and emissions reduction through the Forest Carbon Strategy. Through collaboration with stakeholders, other ministries, First Nations, and the federal government, the Ministry is committed to addressing the multiple pressures on wildlife management, habitat conservation in B.C. and the protection of species at risk. The Ministry is implementing a comprehensive Provincial Caribou Recovery Program through habitat restoration, maternal penning, predator management, research, monitoring, and enforcement. Through the Forests for Tomorrow program and in partnership with the Forest Enhancement Society of British Columbia, the Ministry is working to renew forests, reduce wildfire risk, address priority forest health issues, and enhance wildlife habitat for the future. Other key initiatives include: the Strategic Wildfire Prevention Initiative; FireSmart; the BC Flood Response Plan; the British Columbia Drought Response Plan; the Low Carbon Economy Fund; and the Canadian Wildland Fire Strategy.

Increasing complexity of land-use considerations and decisions: The Ministry is responsive to multiple, competing demands for the use of B.C.'s natural resources.

The Ministry is modernizing its approach to land-use planning and is committed to increased collaboration in the stewardship of natural resources to fully reflect the diverse values and interests of British Columbians. The Ministry is committed to achieving lasting and meaningful reconciliation with Indigenous communities by supporting the negotiation of government to government agreements, economic development and facilitating the implementation of completed agreements. The Ministry is also adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples, and the Calls to Action of the Truth and Reconciliation Commission. As well, the Ministry is working with the Ministry of Indigenous Relations and Reconciliation, Indigenous peoples, communities and organizations to modernize land-use planning to sustainably manage B.C.'s ecosystems, rivers, lakes, watersheds, forests and old growth.

In addition, decision makers ensure that evolving case law regarding First Nations' interest in the land base is respected, as well as considering increased public scrutiny and the needs of rural communities.

[1] Forestry Innovation Investment (FII) is a Crown agency governed by a Board of Directors that is accountable to the B.C. Ministry of Jobs, Trade and Technology.

To build public confidence and trust in resource management decisions, the Ministry continues to integrate policy with operational resource management, and use innovative, science-based information such as the Cumulative Effects Framework and integrated monitoring.

Ministry transition and new Government commitments: The 2018/19 – 2020/21 Service Plan is transitional, as the Ministry is responding to, and delivering, new priorities of Government. There are a number of changes that require in-depth policy and program development, such as adopting the principles of the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission Calls to Action, and improving natural hazard management in response to the 2017 wildfire and freshet (flood) season. Also, as part of this transition, the Ministry gained responsibility for regional economic operations and was renamed as the Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

This plan reflects the new goals, objectives and strategies for the Ministry as a whole. Future Service Plans may include additional performance measures to demonstrate progress on rural development, reconciliation with Indigenous people, and resilience to natural hazards.

Goals, Objectives, Strategies and Performance Measures

The Ministry meets the evolving needs of Government, citizens, and the environment by making strategic and deliberate shifts in its focus and direction. This Service Plan highlights the breadth of Ministry activities and reflects changes to the Ministry's mandate and Government priorities.

Goal 1: Sustainable Natural Resource Management

The Ministry is dedicated to transparency in managing stewardship responsibilities in the best interest of citizens of the Province. The Ministry engages in equitable, respectful and effective communications to ensure all parties and Indigenous communities are informed and, where appropriate, engaged on actions and decisions in a timely manner.

Objective 1.1: Natural resource management that improves public confidence and trust in the stewardship of natural resources.

This objective reflects a broader approach to stewardship, and identifies strategies that the Ministry is undertaking to increase public confidence in the Province's sustainable resource management, while contributing to job creation.

Key Strategies:

- Modernize land-use planning to sustain important ecosystem components and processes.
- Improve wildlife management and habitat conservation.
- Report on key stewardship values through Cumulative Effects value assessments and integrated monitoring.
- Implement recovery actions for species at risk, including woodland Caribou, northern goshawk, and marbled murrelet.

- Fully implement the *Water Sustainability Act*.
- Support the Ministry of Environment and Climate Change Strategy in the review of the Province's professional reliance model.[2]
- Support the Ministry of Environment and Climate Change Strategy in the development of endangered species legislation.
- Work with the Ministry of Environment and Climate Change Strategy to implement a comprehensive climate-action strategy.
- Ensure environmentally-responsible natural resource management practices.

Performance Measure	2014/15 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1 Percent of Natural Resource Officers' time spent on education, promotion, inspections, investigations, and enforcement.[1, 2]	70%	80%	80%	80%	80%

[1] Data Source: Ministry of Forests, Lands, Natural Resource Operations and Rural Development Natural Resource Information System

[2] Presence is the percentage of available time Natural Resource Officers' carry out their core functions, but does not include general administration.

Linking Performance Measures to Objectives:

It is important for Natural Resource Officers (Officers) to engage with the public and to take action on potential issues and known contraventions. The presence of Officers has a direct link to the Ministry's objective to foster public confidence and trust in the stewardship of British Columbia's natural resources, as it supports stakeholder and community relations, contributes to industry education, and encourages a higher degree of compliance.

Discussion:

The work of Officers to enforce the Province's laws is an example of the type of work the Ministry does to ensure environmentally-responsible natural resource management practices.

Officers spend the majority of their time engaged on the core functions of education, promotion, inspections, investigations, and enforcement to support a strong provincial economy, safeguard Government revenue, and protect the environment, social values and public safety of British Columbians. "Presence" has increased since the baseline year due to continued efforts to improve business and system processes, leading to less overall administration time for Officers. The "presence" calculation now fully captures Officers' work on core functions. The Ministry continues to streamline processes to improve effectiveness, efficiency, and increase Officers' time in the community. It is expected that this measure will level off at 80%, in recognition that the Officers' work will continue to have an administrative component.

[2] In support of the Ministry of Environment and Climate Change mandate, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development is conducting a review of the Province's professional reliance model to ensure that, for natural resource activities overseen by professionals in the private sector, professional accountability to government and government oversight are adequate to protect the public interest.

Goal 2: Reconciliation with Indigenous People

This new goal was developed in accordance with the Government's commitment to Indigenous reconciliation and the Ministry's focus on partnership, engagement, and collaboration. The Ministry is dedicated to supporting the Province's commitment to adopt and implement the principles of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission (TRC) Calls to Action, and the Tsilhqot'in Supreme Court decision.

Objective 2.1: Increased participation with Indigenous people in the work of the Ministry, and strengthened partnerships for the stewardship of natural resources and the natural resource economy.

This objective articulates the Ministry's commitment to working more closely with Indigenous people to ensure a stronger voice in the stewardship of land, natural resources and cultural resources, and build capacity for government-to-government collaboration.

Key Strategies:

- Support negotiation and implement government-to-government agreements.
- Review programs and policies to identify areas for advancement of the UNDRIP, TRC calls to action, and implications of the Tsilhqot'in decision.
- Continuously improve consultation and engagement with Indigenous people to ensure durable decisions and consistency with legal obligations.
- Support Indigenous cultural heritage including recognition, preservation, and protection of cultural resources.
- Ensure meaningful engagement with First Nations in key initiatives, including modernizing land-use planning.

Performance Measures	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1a The number of policies that have been reviewed in collaboration with Indigenous communities.[1]	5	10	15	20
2.1b Number of programs or policies modified in response to collaboration with Indigenous communities.[2]	0	3	5	10

[1, 2] Data Source: First Nations Relations Branch

Linking Performance Measures to Objectives:

This new group of performance measures (2.1a and 2.1b) tracks the Ministry's efforts to ensure collaboration with First Nations. It demonstrates how the Ministry will improve the involvement of First Nations through a progression from policy reviews to policy changes based on engagement with Indigenous communities.

Discussion:

2.1a The Ministry will undertake reviews of significant natural resource programs and policies in collaboration with Indigenous people through engagement workshops and take action by improving policies and programs. The scope and number of reviews are expected to expand in 2019/20, following an expected increase in the number of face-to-face workshops in 2018/19. Targets are based on resourcing requirements, capacity of Indigenous communities and the Province, and Indigenous communities' engagement results to determine which programs and policies are relevant to review. An example of a relevant program that will involve collaboration with First Nations is the Ministry's new initiative to modernize land-use planning. In 2018/19 the reviews will continue, with direct and identifiable discussions of specific policies that lead to recommendations for legislative or policy changes in 2020/21. These reviews are intended to further strengthen partnerships with Indigenous people in the stewardship of natural resources and the natural resource economy.

2.1b Resulting from previous engagements with Indigenous communities, programs and policies will be modified in order to bring Indigenous perspectives into Government operations. By being open, transparent, and collaborative, the Ministry intends to improve Ministry processes and reinforce Indigenous involvement in Ministry operations. This progression of consultation and participation, to collaboration on policy modifications will lead to tangible improvements to government operations. The target of ten policy modifications may be maintained over the medium term as a commitment to continuing government-to-government discussions.

Goal 3: Resilience to natural hazards in a changing climate

This new goal reflects the Ministry's commitment to collaborating with other governments and agencies to build resilience to more severe events associated with climate change, including wildfire, flood, drought and landslides.

Objective 3.1: Proactively and collaboratively manage natural hazards including wildfire, flood, drought and landslides.

Natural hazards management has been elevated from a strategy to an objective to support Goal 3. This objective reflects increasing attention to the impacts of climate change and the Ministry's commitments to incorporating the lessons learned from the 2017 wildfire and freshet (flood) seasons.

An independent external after-action review to examine the Province's response strategies to the 2017 wildfire and flood emergencies is underway. This review will consist of engagement with British Columbians and communities affected by the disasters. Recommendations on improvements to operations, procedure and policy will be delivered by approximately the end of April 2018 to inform the wildfire and freshet seasons of 2018 and future years.

As well, the Ministry conducts reviews of its procedures internally after every significant wildfire season and natural disaster. This work is underway to continue to improve procedures and responses for future events.

At the same time, the Ministry continues to take a proactive approach to all potential hazards that are within the scope of its mandate, such as the prevention of dam failures.

Key Strategies:

- Proactively and collaboratively manage hazards, including prevention, preparedness, mitigation, and recovery.
- Improve programs, policies, and regulations to support wildfire prevention and mitigation, including evaluation of recommendations from after- action reviews of the 2017 wildfire season.
- Implement the Canadian Wildland Fire Strategy[3].

Performance Measure	2016/17 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1 Percent of rank one to four wildfires contained at less than four hectares by 10AM the following day.[1]	93%	89%	94%	94%	94%

[1] Data Source: Wildfire Management, Electronic Fire Fighting Reports, Ministry of Forests, Lands, Natural Resource Operation and Rural Development.

Linking Performance Measures to Objectives:

3.1 This performance measure provides an example of proactive hazard management by focusing on the Ministry's detection and rapid response to wildfires. This performance measure tracks the Ministry's success rate for initial attack on full response wildfires with the objective of fully suppressing wildfires before they reach four hectares or greater in size. If fire size is kept to less than four hectares, damage and costs for fire suppression are minimized.

Discussion:

The Ministry's detection and management of wildfire are critical to successfully managing forests and maintaining healthy ecosystems. While the Ministry manages wildfire to protect lives and government assets, including Crown timber, healthy forest and range ecosystems are subject to natural fire and pest cycles; ecosystems are thus managed in keeping with natural disturbances where possible.

The Ministry's success rate for initial attack on unwanted wildfires is tracked by this measure. Every fire is assessed to determine if and what kind of suppression action will take place. If values at risk are low, a decision may be made to allow for the natural role of fire in maintaining healthy ecosystems, rather than undertaking fire suppression. Where a decision to take action is made, the goal is to keep the final size of the fire at less than four hectares, so that damage and costs for fire

[3] The Canadian Wildland Fire Strategy, renewed in 2016, is a call to action to encourage Canadian jurisdictions to strive for greater collaboration, integration, investment, innovation, prevention, mitigation, resilience and preparedness.

suppression will be minimized for fires ranked one to four[4]. The measure does not capture fire levels rank five and six[5].

Goal 4: Revitalizing Forests and the Forest Sector

This goal reflects shifts in the overall effort to ensure that the forest sector in B.C. is robust, the investment climate is attractive, forest policies and practices are sustainable and adaptable, and wood is used in innovative ways.

Objective 4.1: Increased domestic manufacturing potential and support for rural economies and workers in the forest sector.

This objective aims to support the conditions that will drive the economic aspects for the domestic manufacturing industry.

Key Strategies:

- Provide a reliable, competitive supply of fibre to market to support local economies, sustain forestry jobs and ensure a globally competitive operating environment.
- Ensure the use of wood is prioritized in public projects.
- Address regulatory barriers hampering the growth of engineered wood production.
- Develop a strategy to create more jobs by increasing forest product processing in B.C.
- Work for a fair deal for B.C. wood products in softwood lumber negotiations with the United States.
- Continue to streamline authorizations processes and support industry in achieving efficiencies.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.1 Annual timber volume sold by BC Timber Sales [1]	11.5 Mm3	12.1 Mm3	11.8 Mm3	11.6 Mm3

[1] Data Source: B.C. Timber Sales Cengea Resources System

Linking Performance Measures to Objectives:

4.1 Timber volume sold by BC Timber Sales (BCTS) supports rural economies and manufacturing sectors and workers, leading to strong, sustainable economies in communities throughout B.C.

[4] Fires ranked one to four allow direct suppression methods. Ninety nine percent of fires in the last ten years were ranks one to four.

[5] Rank five and six wildfires are not within the Ministry's full control as there is increasingly limited ability to suppress fire directly without significant risks to firefighters, and suppression efforts are also limited to indirect actions.

Discussion:

The goal of BCTS is to provide credible representative price and cost benchmark data for the Ministry's market pricing system through auctions of Crown timber. Through its activities, BCTS plays a vital role in rural development, investing in forests and providing economic, social and environmental benefits for a strong forest sector.

This performance measure tracks the timber volume that BCTS sells through auction each year. Targets are set based on BCTS' annual apportionment, which is determined by the Minister in alignment with the Chief Forester's Allowable Annual Cut for B.C. as a whole, and are re-evaluated annually considering a number of factors. The overall decrease in targets over the three years reflects the projected decline in timber supply, mainly due to the mountain pine beetle infestation and other land use factors impacting timber supply. As future timber supplies across B.C. decrease, the share apportioned to BCTS will also be reduced. BCTS seeks to maximize short and mid-term timber supply by ensuring its share of the harvest is auctioned where possible, thereby supporting forest sector employment and industry sustainability.

Objective 4.2: Increased investments in forests that provide economic, social, and environmental benefits for British Columbians.

This objective focusses on the environmental sustainability of the forest sector. Investment in the forest sector provides social benefits such as community resilience and reconciliation with Indigenous people.

Key Strategies:

- Expand investments in reforestation and forest treatments to mitigate and adapt to climate change.
- Review policies and processes to encourage the use of residual fibre and prevent unnecessary slash pile burning.

Performance Measure	2010/11 Baseline	2017/18 Forecast	2018/19 Target[2]	2019/20 Target	2020/21 Target
4.2 Timber volume gain (millions of cubic metres) expected in 65 years from silviculture treatments completed[1]	7.3	8.6	9.0	9.2	12.3

[1] Data Source: Volume gains (millions of cubic metres of wood) estimated using data submitted by licensees and the Ministry to RESULTS (Reporting Silviculture Updates and Land Status Tracking System) and SPAR (Seed Planning and Registry System). Gain as compared to basic reforestation using natural unimproved seed sources; "Timber Volume gain" includes incremental growth associated with silviculture treatment (planting using select seed, rehabilitation, juvenile spacing, and fertilization) and is based on the estimated total accumulated volume gains in 65 years.

[2] Targets are based in part on Land Based Investment Strategy (LBIS) funding, and are also influenced by licensee activity. Targets are forecast based on activity from the previous two years, for example, seedlings sown in fall 2015 for planting in spring and summer 2017 influence targets in 2017/18

Linking Performance Measures to Objectives:

4.2 B.C.'s reforestation investments in forests damaged by natural disturbance and improving the performance of these newly established forests will result in resilient and vibrant landscapes, providing additional timber for economic activity, high quality habitat for wildlife and spaces for recreation and tourism.

Discussion:

In B.C., licensees are legally required to reforest the areas they harvest. This performance measure reflects investments which are above and beyond legal requirements that result in incremental timber volume gains. The measure now accounts for Forests for Tomorrow and Forest Carbon Strategy investments in areas without licensee obligations and timber volume gains from investments in improved seed stock across all reforested Crown land. Further investments are being made by the Forest Enhancement Society of B.C. (FESBC), a Service Delivery Crown Corporation that works to advance the environmental and resource stewardship of British Columbia's forests. FESBC grants funds to third parties who implement projects and treatments on the land base, improving damaged or low-value forests and reducing greenhouse gases.

This measure complements the mid-term provincial sustainable harvest level targets of 57 million cubic metres per year and, for the long term, 65 million cubic metres per year.

The baseline was developed through the Land Based Investment Strategy and the Forests for Tomorrow program. The increases in the targets since the baseline was developed reflect the Ministry's commitment to address the long term economic, social, and environmental impacts from the mountain pine beetle infestation and wildfires. For 2017/18, the reduced target reflects the diminished ability to carry out silviculture activities during the 2017 wildfires. The large increase in the measure for 2020/21 reflects the increase in scheduled planting by the Forest Carbon Strategy, FESBC and licensees, and continued fertilization increases.

Goal 5: Rural Development and Resilience

Broadening the scope of the Ministry, this new goal reflects Government's dedication to enhancing rural development with respect to natural resource management, economic sustainability and social development.

Objective 5.1: Socio-economic development that will result in thriving rural communities and support community objectives.

Delivery of the Ministry's mandate supports the overall provincial economy, as well as rural economies, through the administration of land management services. The Ministry authorizes the access to, and use of, Crown land and resources that support sustainable economic development and job creation.

The Ministry also oversees the Rural Development Program, which leads community transition services for significant economic disruptions, such as major job losses; actively supports rural

community self-reliance and economic diversification; delivers the Rural Dividend Program supporting economic development and diversification; advances bio-economy opportunities and supports opportunities targeted at Indigenous communities.

The Ministry is building a new Rural Development Strategy that will move beyond traditional economic development activities by broadening economic, social, and environmental objectives in alignment with community skills, assets and needs. The development of the strategy will be based on Indigenous and rural stakeholder engagement, and will inform the development of new policies and an improved Rural Dividend program that addresses their priorities. The strategy will capture the Government's long term commitment and mandate to rural communities. It will be released in fiscal 2018/19 with key priority goals; performance measures will be developed in fiscal 2019/20 to track progress on strategy implementation.

Key Strategies:

- Coordinate land-based and socio-economic recovery from the 2017 wildfire and freshet season including community engagement, and provide rapid response to other economic disruptions.
- Develop the framework and key themes for a Rural Development Strategy.
- Assess proposals for Rural Dividend funds, allocate the 2018/19 funds, and develop options around the future of the fund.
- Advance bio-economy[6] opportunities for rural communities.
- Engage with Indigenous peoples to advance specific opportunities for First Nations rural communities[7].

Performance Measure	2010/11 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
5.1 Implement a structure for ongoing engagement with rural communities	0	1	1	0	0

[1] Data Source: Rural Development, Lands, and Innovation Division

Linking Performance Measures to Objectives:

5.1 Critical to the creation of a meaningful Rural Development Strategy is engaging with Indigenous and non-indigenous rural people across British Columbia. A multi-phased rural development engagement process will be completed by March 31, 2018. To ensure success and implementation of a Rural Development Strategy, the Province will design and implement a structure for on-going engagement with rural communities through the rest of 2018 and future years.

Discussion:

The proposed future engagement structure will be designed after the current rural engagement process is completed and will be used on an ongoing basis for continuing engagement with Indigenous and

[6] Bioenergy, biomaterials and other bioproducts.
[7] Indigenous and non-Indigenous rural communities will be identified as part of the development of the Rural Development Strategy.

non-indigenous rural stakeholders. The benefits of this future engagement include on-going dialogue with stakeholders, ensuring the Rural Development Strategy remains current, and focusing on new rural priorities as these emerge.

This is a new performance measure and will only be used for one year until such time that the Rural Development Strategy and resulting strategy performance measures are in place.

Goal 6: Excellence in Client Service Delivery

Objective 6.1: Timely, innovative, integrated and effective delivery of natural resource services the public can count on.

The Ministry contributes to sustainable economic development and job creation in the province by managing access to B.C.'s diverse range of natural resources and use of Crown land. Services include Authorizations; Natural Resource Stewardship; Decision Support; Compliance and Enforcement; Public Safety, Planning, Program Management and Policy; Business Development and External Relations; and Corporate Services with a focus on excellent client service.

Key Strategies:

- Ensure worker safety through the Safety Management Program and Safety Accord Forest Enterprise (SAFE certification).
- Evolve the Natural Resource Permitting Project (NRPP) to focus on improving natural resource authorization services, streamline processes, integrate government decision-making and improve access to information.
- Continuously improve internal and external client service by adding an additional service location, providing more services online, and providing client service training to staff.

Performance Measure	2007/08 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
6.1 Client satisfaction success score[1,2]	71	76	78	79	80

[1]Data Source: FrontCounter BC Authorization Tracking System and BCStats Client Satisfaction Survey.
[2]Targets are set using 18 month trends, and consider operational context (e.g. staffing levels). Scores are calculated and reported as a mean score out of 100.

Linking Performance Measures to Objectives:

6.1 Through a single client point of contact and streamlined service, the Province offers a high quality client experience that assists clients through the regulatory process and strives to make B.C. a preferred choice for capital expenditures and investment. The client satisfaction scores provide a comprehensive measurement of service excellence by measuring the five drivers of client satisfaction: timeliness, accessibility, outcome, staff knowledge and completeness of information. The score focuses on authorizations services delivered by FrontCounter BC and does not factor in the significant

work the Ministry does with First Nations, stakeholders, clients and the public on other resource management services.

Discussion:

The client satisfaction score is a comprehensive measurement of clients' experience with Government services. The score measures client satisfaction with resource authorization services, access to application support and satisfaction with the overall authorization process across natural resource ministries. The Ministry compares its client satisfaction success scores against similar organizations across Canada and strives to achieve a 'best-in-class' result.

In the past, this measure had a stretch target of 82. Client satisfaction scores have not reached the target of 82 since they were introduced in 2012, due in part to large increases in the volume of applications and services that have been shifted to the online service channel, which have substantively increased the number and scope of clients. For 2018/19, the client satisfaction target has been reduced to be more realistic, with gradual improvement over time to reach 80 by 2020/21.

Resource Summary

Core Business Area	2017/18 Restated Estimates[1]	2018/19 Estimates	2019/20 Plan	2020/21 Plan
Operating Expenses ($000)				
Integrated Resource Operations	60,658	71,637	81,991	80,292
Resource Stewardship	99,420	101,676	104,343	111,343
Office of the Chief Forester	16,858	17,084	17,201	17,201
Rural Development, Lands and Innovation	56,357	55,968	54,425	54,425
Timber Operations, Pricing and First Nations	12,456	13,634	14,707	14,707
Regional Operations	140,177	139,278	145,872	147,517
Executive and Support Services	73,050	74,175	75,502	74,923
Fire Management	506,293	63,986	63,986	63,986
BC Timber Sales Account	183,174	196,723	194,871	197,011
Crown Land Special Account	20	20	20	20
Total	**1,148,463**	**734,181**	**752,918**	**761,425**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	52,852	28,599	28,750	25,438
Fire Management	525	525	525	525
BC Timber Sales Account	42,567	45,290	40,168	35,894
Total	**95,944**	**74,414**	**68,443**	**61,857**

Core Business Area	2017/18 Restated Estimates[1]	2018/19 Estimates	2019/20 Plan	2020/21 Plan
Other Financing Transactions ($000)				
BC Timber Sales Account Disbursements	94,876	96,966	90,466	88,650
Crown Land Administration Disbursements	6,382	6,382	6,382	6,382
Crown Land Administration Receipts	0	0	0	0
Tourism Development Disbursements	600	600	600	600
Habitat Conservation Trust Disbursements	6,500	6,500	6,500	6,500
Habitat Conservation Trust Receipts	(6,500)	(6,500)	(6,500)	(6,500)
Net Cash (Requirements)	101,858	103,948	97,448	95,632
Total Receipts	**(6,500)**	**(6,500)**	**(6,500)**	**(6,500)**
Total Disbursements	**108,358**	**110,448**	**103,948**	**102,132**
Total Net Cash Source (Requirements)	**101,858**	**103,948**	**97,448**	**95,632**

[1] For comparative purposes, amounts shown for 2017/18 have been restated to be consistent with the presentation of the 2018/19 Estimates.

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Major Capital Projects

Major Capital Projects (over $50 million)	Budgeted Completion Date (Year)	Project Cost to Dec 31, 2017 ($000)	Estimated Cost to Complete ($000)	Approved Total Capital Cost of Project ($000)
Natural Resource Permitting Project	2018	68,500	78,000	78,000
NRPP is a multi-year initiative aimed at protecting B.C.'s natural resources, improving services, streamlining processes, integrating government decision making and improving access to information. Government has committed to Phase One of NRPP, which is budgeted at $57.2 million. In addition, $20.7 million was committed for the next scope of work. NRPP is following the best practice of breaking down large IT projects into smaller, self-contained scope components that deliver value. Consistent with Government's gated approach, any investment for additional scope components will require Government review and approval.				

Forest Practices Board Resource Summary

The Forest Practices Board independently monitors and reviews forest and range practices in B.C.'s public forests and rangelands. The Board audits both tenure holders and government ministries for compliance with forest and range practices legislation, carries out special investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the Forest Appeals Commission. It informs both the B.C. public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements.

The Board's mandate is provided by the *Forest and Range Practices Act* and the *Wildfire Act*. While the Board operates independently from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, its budget vote is the responsibility of the Minister. The Board reports its accomplishments and priorities through an annual report found at: www.bcfpb.ca.

Forest Practices Board	2017/18 Actual	2018/19 Estimates	2019/20 Plan	2020/21 Plan
Operating Expenses ($000)				
Total	3,817	3,845	3,849	3,849

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

Appendix A: Ministry Contact Information

Headquarters
P.O. Box 9361 STN PROV GOVT,
Victoria, B.C., V8W 9M2
Phone: 250 387-1772
www.gov.bc.ca/for/contacts.html

Media
Government Communications and Public Engagement
Phone: 250 356-5261

BC Timber Sales – Headquarters
Website: www.for.gov.bc.ca/bcts/
Contacts: www.for.gov.bc.ca/bcts/contact/

FrontCounter BC:
Call toll free: 1-877-855-3222
Call from outside North America at:
++1-778-372-0729
E-mail:
FrontCounterBC@gov.bc.ca
To contact specific offices, please visit:
www.frontcounterbc.gov.bc.ca/

Regional Operations Offices:

Surrey
Suite 200 - 10428 153rd Street, V3R 1E1
Phone: 604 586-4400

Williams Lake
200-640 Borland Street, V2G 4T1
Phone: 250 398-4574

Nanaimo
Suite 142, 2080 Labieux Road, V9T 6J9
Phone: 250 751-7220

Kamloops
441 Columbia Street, V2C 2T3
Phone: 250 828-4131

Smithers
3726 Alfred Avenue, V0J 2N0
Phone: 250 847-7356

Cranbrook
1902 Theatre Road, V1C 7G1
Phone: 250 426-1766

Prince George
Wood Innovation Design Centre
5th Floor – 499 George Street, V2L 1R5
Phone: 250-561-3479

Fort St. John
400 -10003 110 Avenue, V1J 6M7
Phone: 250 787-3415

Appendix B: Hyperlinks to Additional Information

Ministry website: www.gov.bc.ca/for/

BC Timber Sales: www.for.gov.bc.ca/bcts/

EmergencyManagementBC: www.embc.gov.bc.ca/index.htm

FPInnovations: www.fpinnovations.ca/

GeoBC: geobc.gov.bc.ca/

Integrated Land and Resource Registry: https://www2.gov.bc.ca/gov/content/data/geographic-data-services/land-use/integrated-land-resource-registry

Land Based Investment Strategy: http://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/land-based-investment

Major Projects BC: http://www2.gov.bc.ca/gov/content/industry/natural-resource-use/natural-resource-major-projects

Wildfire Information: www.bcwildfire.ca

Crowns, Agencies, Boards and Commissions associated with the Ministry:

Crowns
Creston Valley Wildlife Management Authority
Forest Enhancement Society of British Columbia

Major Agencies, Boards and Commissions
BC Timber Export Advisory Committee
Forest Practices Board
Muskwa-Kechika Advisory Board